Effective Planning for Transition of ACTDs/JCTDs

Defense Acquisition University

Technology Transition Management Course

December 6, 2005

Office
of the
Deputy Under Secretary of Defense
(Advanced Systems & Concepts)

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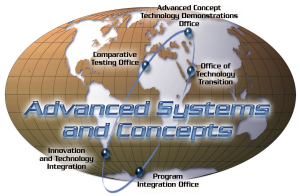
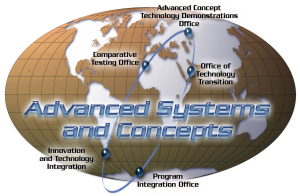
UNCLASSIFIED



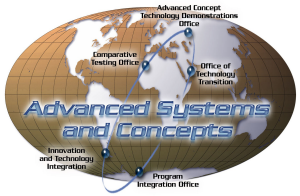
Transition Quiz

1. What is Ms Payton's Transition Metrics for ACTDs
2. What is Ms Payton's Transition Metrics for JCDTs?
3. What are the three paths in the ACTD/JCTD Transition Model?
4. How much Transition funding is set aside in an ACTD?
5. How much Transition Funding is set aside in a JCTD?
6. Which three ACTD is ASC providing Transition support in FY 06?
7. How many funded Transition years are provided in a JCTD?
8. What are the three rules to get Transition funding for a JCTD?
9. How many active ACTDs have Transitioned products to POR?
10. Since the inception of ACTDs, what % of ACTDs have Transitioned at least one product?



The Answers

Effective Planning for Transition of ACTDs/JCTDs



Transition Quiz

1. **What is Ms Payton's Transition Metrics for ACTDs**
   - **A: 70% transitioned with at least one product or more**
2. **What is Ms Payton's Transition Metrics for JCDTs?**
   - **A: 80% transitioned with at least 50% of the products**
3. **What are the three paths in the ACTD/JCTD Transition Model?**
   - **A:**
     1) **Transition to Program of Record;**
     2) **Residual Meeting Need of Warfighter;**
     3) **Return to Technology Base**
4. **How much Transition funding is set aside in an ACTD?**
   - **A: 0**
5. **How much Transition Funding is set aside in a JCTD in FY 06 and FY07 & beyond ?**
   - **A:**
     1) **FY 06: $3M**
     2) **FY 07 & beyond: $30M**

Transition Quiz

6. **Which three ACTD is ASC providing Transition support in FY 06?**
   - **A: NCCT: JDSR; ATOS**
7. **How many funded Transition years are provided in a JCTD?**
   - **A: 1 year**
8. **What are the three rules to get Transition funding for a JCTD?**
   - **A:**
     1) **Positive MUA;**
     2) **Strong COCOM Requirement;**
     3) **Evidence of Service POMing in the following year**
9. **How many active ACTDs have Transitioned products to POR?**
   - **A: 7**
10. **Since the inception of ACTDs, what % of ACTDs have Transitioned at least one product?**
    - **A: 78%**

What is not Effective Transition

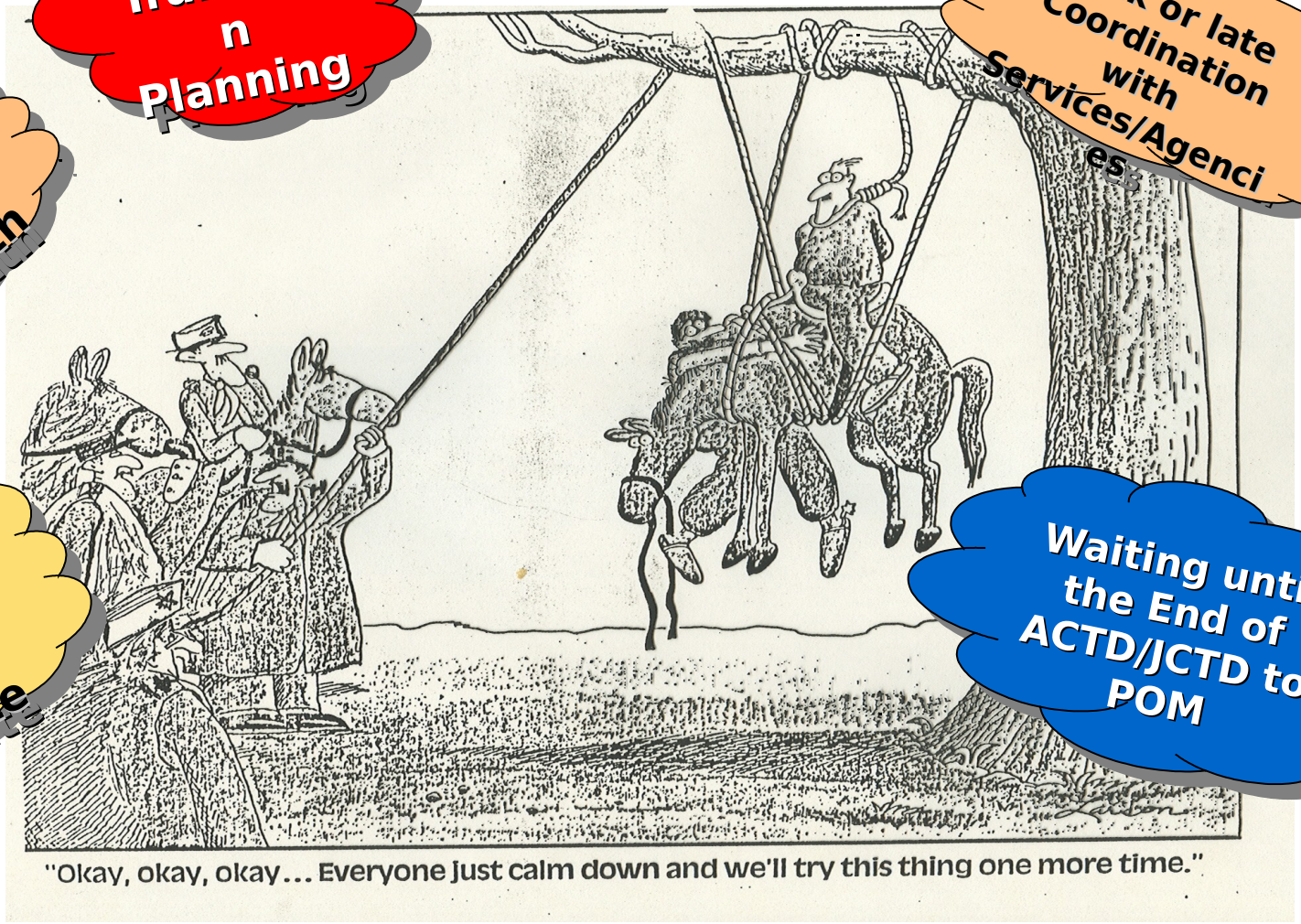
Late Transition Planning

Lack or late Coordination with Services/Agencies

Lack of a Transition Path

No Clear Vision of the End State

Waiting until the End of ACTD/JCTD to POM



JADOCS – Successful Capability Concept, but BAD Transition

MIDS
Integrated Database

AMPS
Air Routes

Radars
Q-36
Q-37

IPL
Imagery

IOS
Tracks
Unit Reports
Order of Battle

AFATDS
Fire Missions
Fire Plans
Measures
Status and Location

ASAS/RWS
Overlays
Enemy OB
TACELINT
Radar Reports
Target Nominations

C2PC
Overlays

MCS
Blue Order of Battle
Overlays

GCCS / GCCS-M
Tracks
Unit Reports
Overlays

JSWS
Radar Reports
MTI

GCCS-A
Enemy and Friendly
Order of Battle
Tracks
Overlays

No Strike List
Restricted Target List

TBMCS
Nominations
ATO/ACO
Air Operations DB

FALCONVIEW
Overlays

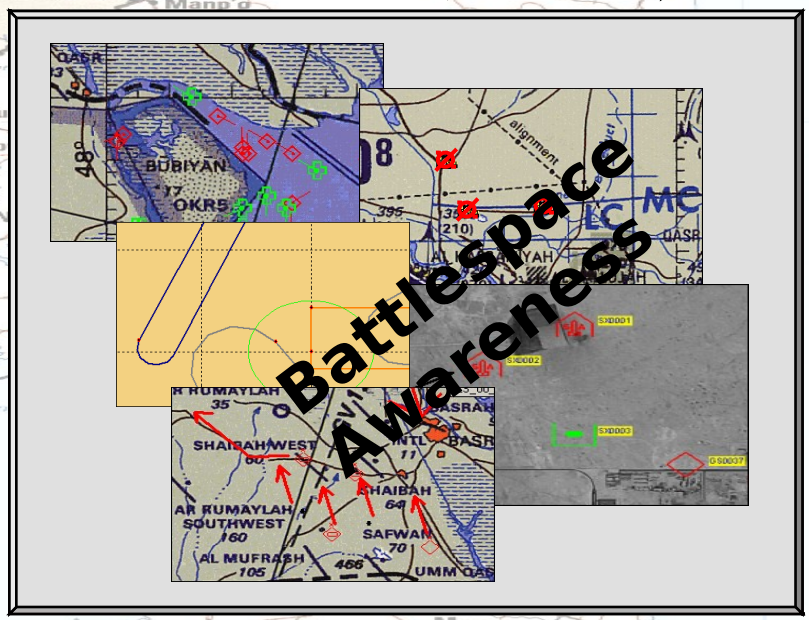
JWIS
Weather

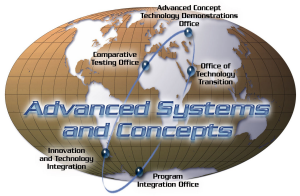
SBMCS
Ground Tracks
GPS Accuracy

CGS
UAV

ADSI
Air Tracks

IFSAS
Fires Information

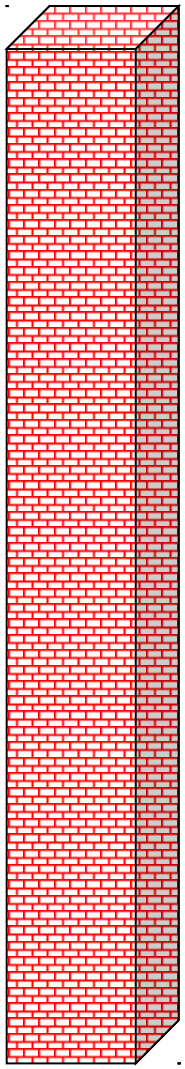




JADOCS was "Born Joint"

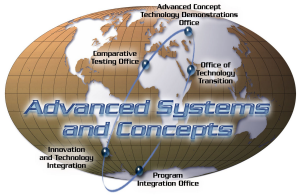
Warfighter Goals

- JADOCS is a Proven, Combat Tested, Joint/Coalition Warfighter Capability
- Today meeting Critical Needs of COCOMS, Service Components and Coalition Partners:
  - Versions deployed in over 900 locations
  - Over 5,000 Users
  - Used extensively during OIF/OEF
- Tsunami Relief Efforts (3rd MEF Used/Using Base Status Mgr for Relief Ops)



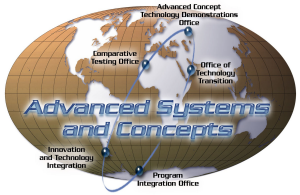
The Wall

Operational Sustainment Challenges did not Map Clearly to the existing POR Sustainment Model of the Services



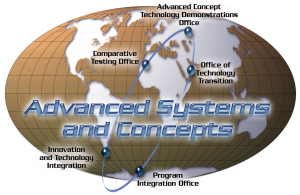
Transition Manager (XM)

- Co-Develop Implementation Directive, Management Plan
- Create and implement the Transition Plan Appendix to MP
- Plan for and support possible Extend User Evaluation
- Lead the Transition IPT
- Participate and contribute to the J/CMUA planning
- Participate and contribute to the CONOPS / TTP development
- Identify / facilitate funding for transition / residual support
- Lead required document development (ICD, CDD, CPD)
- Lead Budget and POM development for transition to acquisition and facilitate with Services / Agencies



Mechanics to Planning

- **Establish Transition Cell (Ops)**
  - **4-6 months prior to Demo Phase**
  - **Membership: COCOM Sponsor, Components, Service, other- COCOM inputs**
  - **Charter a Transition Oversight Panel**
- **Convene 1st Transition IPT (Program)**
  - **3 months prior to Demo Phase**
  - **Membership: COCOM Sponsor, Components, DUSD, Lead Service, Program Office**
- **Develop Written Transition Plan**
  - **1st Draft at midpoint of ACTD**
  - **Final Plan 4-6 months prior to end of Demo Phase**
  - **Brief to COCOM Sponsor, DUSD, Program Office, Lead Service/Agency)**



Transition Plan

- **Recommend Transition Options/Paths**
- **Identify Mechanism to Support Transition**
  - **Oversight Charter**
  - **Transition Cell, IPT Charters, Integration into Capability Roadmaps**
- **Roles and Responsibilities *during Transition and after IOC (ORD, CRD, DOTMLPF, Force Mix, Force Integration, Manning, Equipping, Training, Funding, Support)***
  - **Combatant Command Sponsor**
  - **DUSD-AS&C**
  - **Lead Service/Agency**
  - **Residual Operations/Fielding**
  - **Program Office**
- **Issues: Doctrinal, TT&P, Programmatics, DOTMLPF, etc.**
- **Signatories (Management Plan - Level Document)**

Transition Timing

- Ensure **Adequate Funding** to Support Transition planning and Transition
- Annual **spirals** that lead to mini – Transitions
- **1st Spiral Critical**
  - Sets the stage to enter the argument for Transition POM efforts
- Early Coordination with **Services**, PEOs, PM and targeted programs
- Keep in Sync with JS JCIDS **Functional Capabilities Boards** (FCB)
- Look for **points of entry** as a fulcrum for COCOM, DUSD support efforts
- Leverage the **MUA or Spiral Utility assessments**
  - MUA probably not sufficient as a basis for Transition Sustainment
  - Final report needs to make the final case for CDD, CPD elements
  - JCS 3170: MUA can result in an ICD
- Develop COCOM **Exit Strategy Criteria**
  - At what point does COCOM end participation
  - Exit when confident Joint issues will be accomplished

ACTD Process - PHASES

ACTD/JCTD transition activity

JCS 3170: MUA = Initial Capabilities Document

CONOPS development
DOTMLPF issues
OM Transition Plan

ACTD Transition Plan
Formal DOTMLPF Recs
Service Transition
POM

Form Transition IPT
Establish charter
entify generic issues

TRANSITION BUBBLE

Assessment

- Validate Requirements/Develop CONOPS
- Develop Assessment Plan
- Plan/Execute Demos/Exercises
- Interim Operational Assessments
- Revise CONOPS
- Identify DOTMLPF Issues/Doctrinal Wrk Parties

Residual

- Residual Plan
- Force Integration Plan
- Force Mix Recs
- Publish MUA
- Brief OSD, JS, etc

Transitio

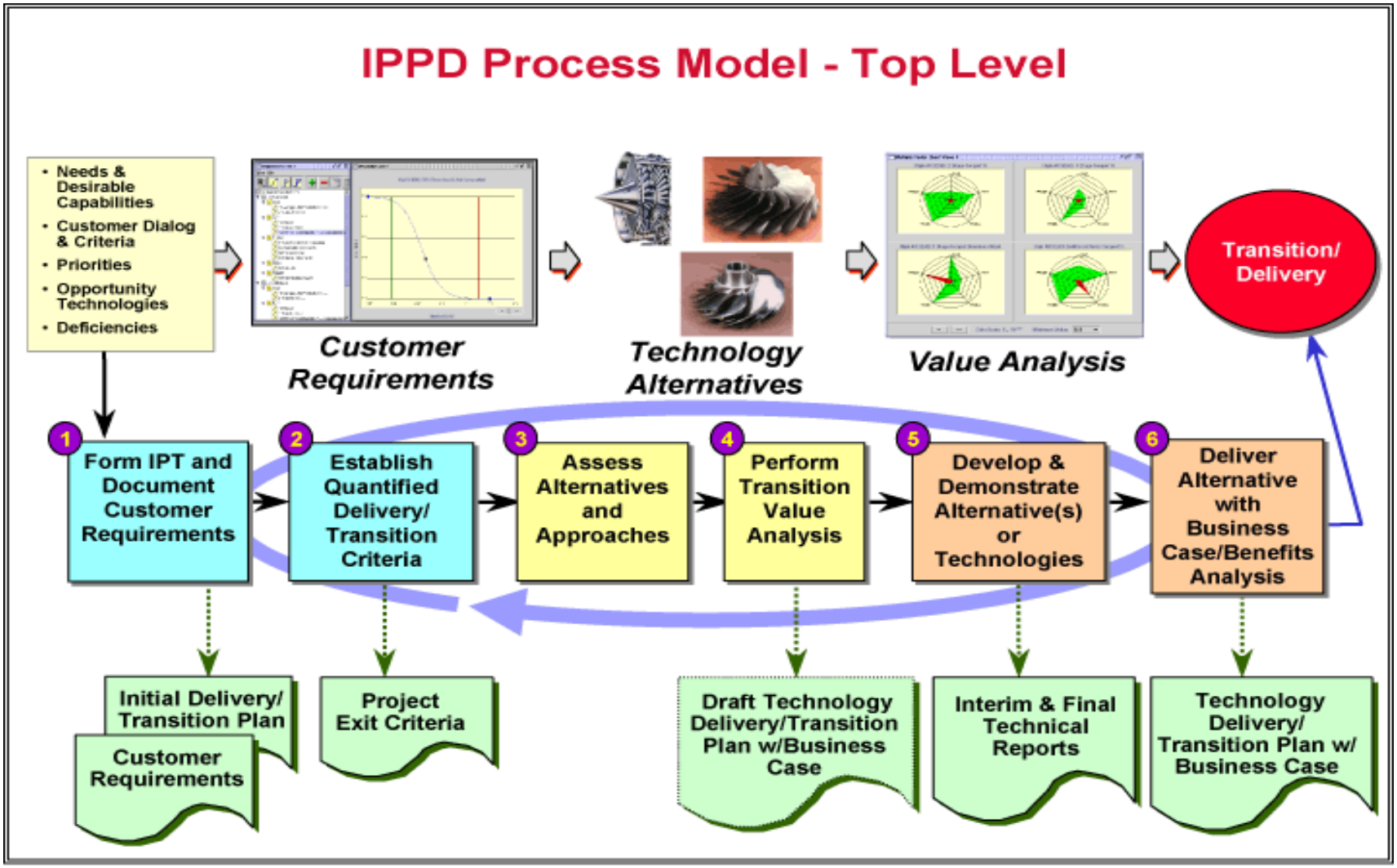
- Follow-up on DOTMLPF
- CONOPS to Service
- Residual ops
- Pilot Services
- Capstone Requirements

Technical

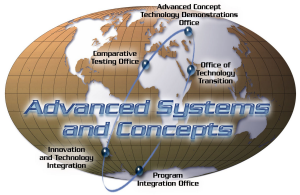
- **Integrate technology**
- **Technical evaluation**

ACTD Transition Activity

Transition Model


IPPD Process Model - Top Level
• Needs & Desirable Capabilities
• Customer Dialog & Criteria
• Priorities
• Opportunity Technologies
• Deficiencies
Customer Requirements
Technology Alternatives
Value Analysis
Transition/ Delivery
1 Form IPT and Document Customer Requirements
2 Establish Quantified Delivery/ Transition Criteria
3 Assess Alternatives and Approaches
4 Perform Transition Value Analysis
5 Develop & Demonstrate Alternative(s) or Technologies
6 Deliver Alternative with Business Case/Benefits Analysis
Initial Delivery/ Transition Plan
Customer Requirements
Project Exit Criteria
Draft Technology Delivery/Transition Plan w/Business Case
Interim & Final Technical Reports
Technology Delivery/ Transition Plan w/ Business Case

Integrated Product and Process Development (IPPD) Process Model (6.0), Dec 01



Successful ACTD/JCTD Transition Option(s)

1. Residual Integration

- Plan to distribute and operate ACTD residuals
  - COCOM/OPCON recommendations/CONOPS
  - Support Plan

2. Joint Experimentation

- Technology and concept developed independent of residual path

3. Transition to Acquisition

- ***Baseline*** technology/configuration to production
  - Force Mix (how many needed to satisfy requirement)
  - Force Integration Plan (who gets what, when)
  - Doctrine/TT&P development (new or revised)
  - DOTMLPF, Title X concerns (man, equip, train)
  - Protect integrity of ACTD program and original Joint Requirement.

Successful ACTD/JCTD Transition Option(s)

4. **Program Improvement**
   - **P3I program**
     - **Commander's recommendations, enhancements over life of program (*Not to interfere with rapid transition of baseline technology to production*)**
5. **Transition to New System (GCCS, GCSS, etc) or new ACTD**
   - **System may become an application or function within existing program/system.**
   - **System may be precedent capability for a follow-on ACTD.**

Title
“Transition Issue”

JMUA/MUA	Interim	Final
Complete	Y/N	Y/N
Successful	Y/N	Y/N
COCOM/Service/ Agency Endorsement	Y/N	Y/N

JMUA/MUA Status: (Interim/Final)
Complete: Yes/No
Successful: Yes/No
Endorsement: (COCOM/Service/Agency)
Based on the JMUA (Interim/Final

- **Brief Description of Program:**

- **Description of the “Tangible Products”: (It is not Software/Hardware)**
  - **Functionality**
  - **Capability**
  - **New Doctrine/Policy (CoCom/Services/Agencies)_**

- **Transition Sustainment: (Programs To Be Transitioned To)**
  - **Combatant Command**
  - **POR/SOR: CoCom/Servcies/Agenies**
  - **New POR (Does it become its own POR, i.e Predator**
  - **GSA Schedule**
  - **Communities of Interest**
- **Description of FY2007 Transition Issue: (The obstacle stopping transition)**

Title
"Transition Issue"

- **Funding Requirements:**

FY Funding Required	FY 07	FY 08	FY 09	FY XX	FY XX	Total
Description						$ -
RDT&E ($M)						$ -
Procument ($M)						
O&M ($M)						
Total	$ -	$ -	$			

•Identify type of Funding Requested
•Determine the years needed
•Funding request should only provide a bridge to existing POM actions

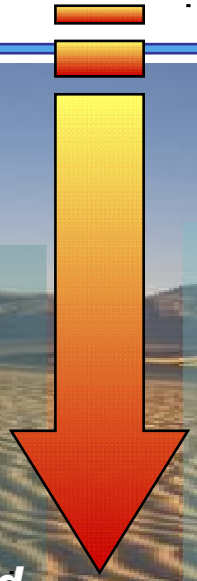
- **Transition Action Plan: (Management Strategy)**
  - Two potential categories:
    - There is a Business Case exists upon transition that will be a Cost Benefit (dollars saved)/Cost Avoidance/Cost offset.
    - There is a Policy/Doctrine change upon transition
  - What was the entry criteria to confirm transition ability (this is really a lessons learned for future ACTD/JCTD)
- **Congressional Issues?: (Description of Concern)**

- **Impact if item is not transitioned during proposed timeframe: (Don't Generalize)**
  - What Operational Deficiencies will occur to the Combatant Command.
  - What Program of Record will be impacted.

The Valley of Death

Warfighter Goals

- *Rapid Fielding*
- *Joint CONOPS published*
- *Address DOTMLPF (fully exploit system capabilities)*
- *Residual Plan (interim operations)*
- *C4I integration addressed/resolved*
- *Transition funds for residual period*
- *POM funds for acquisition & production*
- *Lead Service or Agency fully engaged*
  - *ORD*
  - *Title X (man, equip, train)*



Obstacles

- **Ad Hoc Transition Process**
- **DOTMLPF process not institutionalized**
- **Ineffectual Transition IPT**
- **POM (not in PPBS cycle)**
- **Service/Agency reticence to commit time/resources**
- **DISA not prepared to integrate ACTDs into GCXX**
- **No forcing function in Acquisition in the joint community**
- **No Joint Community of interest in the Services**

What is Expected

- ***Rapidly*** **integrate successful ACTD systems into force structure**
- **Ensure mechanism, infrastructure in place for *seamless* integration**
- **Ensure ACTD system is *compatible, suitable, supportable***

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